

# RCAT UPDATE

MassNAHRO 2016 Fall Conference  
November 14-15, 2016  
Plymouth, MA

# History/Timeline

August 6, 2014 -- Chapter 235 approved

June 2, 2015--RCAT RFR announced

October-December 2015--Host Housing Authorities chosen

March 1, 2016--RCAT Contracts signed--RCAT Operations begin

March-April, 2016--RCAT Waiver process

March-June, 2016--RCATs mobilize and hire staff

June -August, 2016--RCAT Training

September 2016--RCATs begin rollout of program services

June-September, 2016--RCAT Advisory Board Nominations

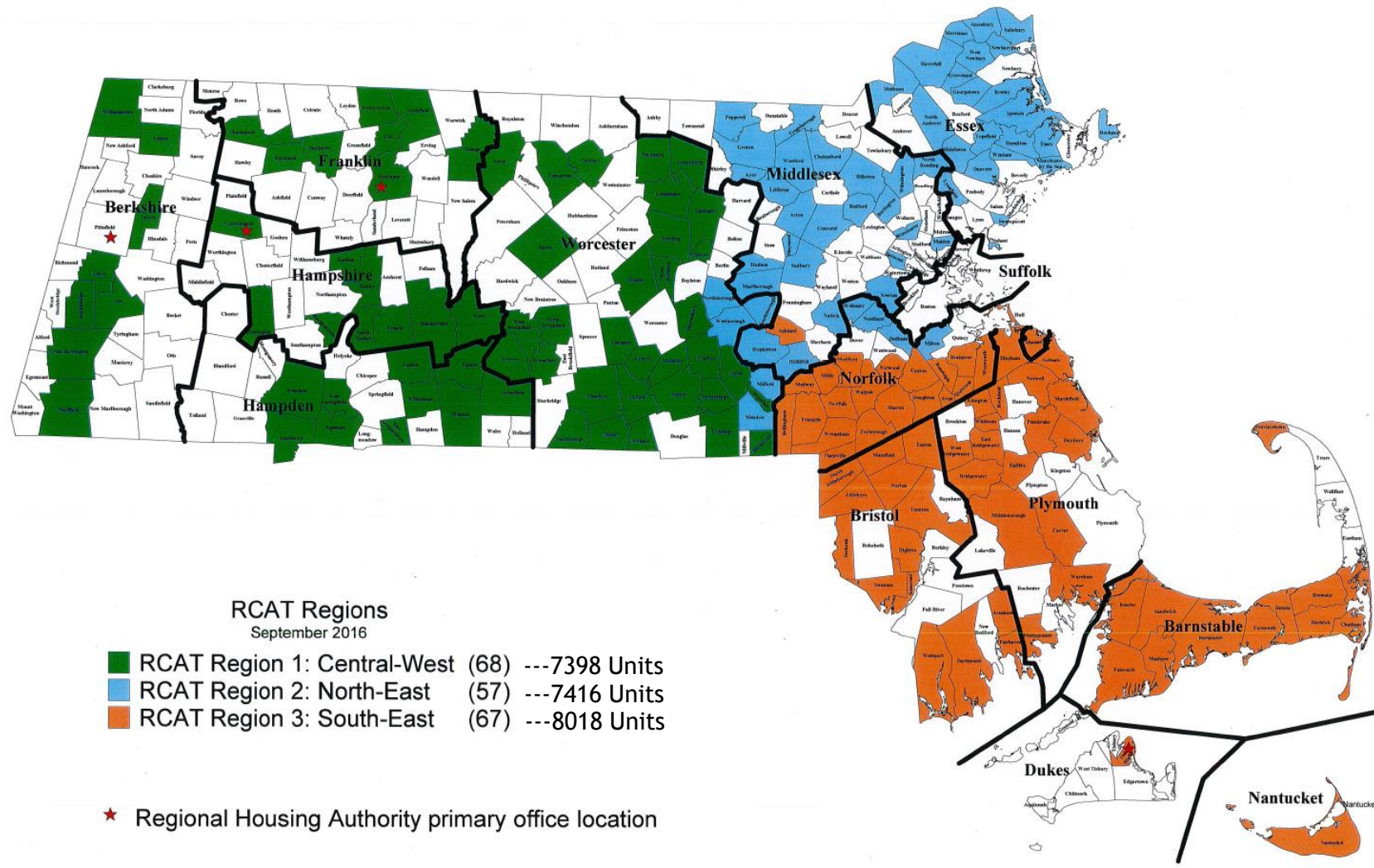
October -November, 2016--RCAT Advisory Board Elections

# RCAT Regions

RCAT Region & Host Housing Authority	Counties
Region 1: Central-West Leominster Housing Authority	Berkshire, Franklin, Hampden, Hampshire, and Worcester Counties Except: Mendon, Milford, Northborough, Southborough, and Westborough Housing Authorities
Region 2 Northeast: Chelmsford Housing Authority	Essex, Middlesex, and Suffolk Counties Plus: Mendon, Milford, Northborough, Southborough, Westborough Dedham, Milton, Needham, and Wellesley Housing Authorities Except: Ashland
Region 3 Southeast: Taunton Housing Authority	Barnstable, Bristol, Dukes, Nantucket, Norfolk, and Plymouth Counties Except: Dedham, Milton, Needham, and Wellesley Housing Authorities Plus: Ashland



# RCAT Regions



# RCAT Central-West Region 1

# RCAT Central-West Region Staff



**Phaldie Taliep, Director for the RCAT Central/West Region.** Phaldie's background includes planning, building engineering systems and project / program management, design and construction in the Public and Private sectors. His public experience includes housing (Cambridge HA, Boston HA, and overseas), as well as facilities (DCAMM, UML Facilities, and the Town of Needham). His private experience includes housing, facility and asset management planning projects in both the public and the private sectors. Phaldie is MCPPO-certified and LEED-accredited.



# RCAT Central-West Region Staff



**Steve Larry, Project Manager for the RCAT Central/West Region. He is responsible for Housing Authorities in North Worcester and Franklin Counties (Sub Region A).** Steve comes to us after 25 years as the Maintenance Supervisor and Contract Officer at the Athol and Orange Housing Authorities. Steve has been on the Board of Directors of MAHAMS (Massachusetts Association of Housing Authority Maintenance Supervisors) for 16 years and served as Chairman for the last 5 years. Steve previously worked in the construction industry building both commercial and residential property. Steve holds a Construction Supervisors license and is a Certified Massachusetts Maintenance Supervisor.

# RCAT Central-West Region Staff



**Barry J Nadon Jr., Project Manager for RCAT Central/West Region. He is responsible for Housing Authorities in Central Worcester and Southern Worcester County (Sub Region B).** Barry comes to us from Warren Housing Authority. In his five and half years as a Maintenance Supervisor, he handled day to day operation of maintenance along with capital planning and procurement. He has been involved with residential and commercial construction / site development for the last twenty-eight years. He currently holds a MMS (Massachusetts Maintenance Supervisor) certificate, Lead removal certificate and REAC certificate.



# RCAT Central-West Region Staff



**David W. Siniscalchi, Project Manager for the RCAT Central/West Region. He is responsible for Housing Authorities in Hampden, Hampshire, and Worcester Counties (Sub Region C).** David's background includes Construction Management for the MA. Dept. of Corrections and then as Director of Capital Improvements and Skilled Trades for the Housing Authority of the City of Hartford. David also holds an Unrestricted Construction Supervisor License (MA) and is currently pursuing certification for Building Code Enforcement (Local Inspector).

# RCAT Central-West Region Staff



**Jonathan Leonard, Project Manager for the RCAT Central/West Region. He is responsible for Housing Authorities in Berkshire, Franklin, Hampshire, Hampden Counties (Sub Region D).** He comes to us from Monson Housing Authority. In his eight years as a Maintenance Supervisor he handled procurement and capital planning along with day to day maintenance. He has been Involved in residential and commercial construction for 29 years. He currently holds a MMS (Massachusetts Maintenance Supervisor) certificate and a CSL (Construction Supervisor License). He hopes to share his experience in any way needed.

# RCAT Northeast Region 2



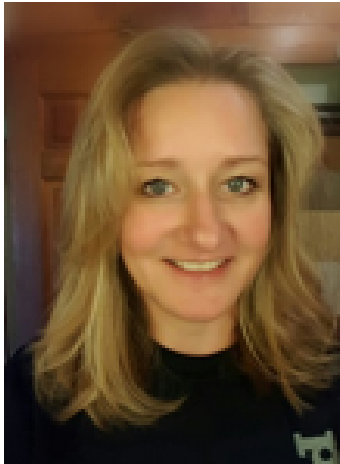
# RCAT Northeast Region Staff

## **Bernie Kirstein: RCAT NE Director: ([bkirstein@chelmsforha.com](mailto:bkirstein@chelmsforha.com))**



Bernie's educational background is in architecture and public administration. After some 20 years in construction management in the private sector, (in rental property development, and also property management) he joined the Cambridge HA in their Planning and Development Department, afterwards becoming the Assistant Executive Director at the Leominster HA. Later, he became the Director of Modernization at the Worcester HA, and then the Associate Executive Director for the Medford HA, before becoming the NE RCAT director. In all, he has 14 years of upper management experience in public housing.

# RCAT Northeast Region Staff



**Lisa Gilbert: RCAT NE Office Manager: ([lgilbert@chelmsfordha.com](mailto:lgilbert@chelmsfordha.com))**

Lisa, a former small business owner, has also worked as the Assistant Executive Director of a Senior Living Community, and previously as an executive administrator of a major corporation. Her Associates degrees in Accounting and Information Technology from Andover College will serve the team well as Lisa coordinates the activities of our staff with the housing authorities they serve.

# RCAT Northeast Region Staff



**Frank Stitham: RCAT NE Project Manager: (fstitham@chelmsfordha.com)**

Frank's background is in architecture, and he worked in the private sector in architectural offices as a designer and a project manager, before taking a position with the Boston HA. At the BHA he worked for 18 years in project management, both on the Federal side as well as the State side. Frank has a wide range of public housing planning and development experience ranging from designer selection to final construction completion, working on anything from small residential developments to apartment high-rises.

**Housing Authorities served by Frank:** NORTHBOROUGH, ACTON, NEWTON, MILTON, HAMILTON, IPSWICH, LYNNFIELD, MARLBOROUGH, NORTH READING, HOLLISTON, NAHANT, SWAMPSCOTT, SOUTHBOROUGH, WESTBOROUGH, WILMINGTON.



# RCAT Northeast Region Staff



**Kirk Fulton: RCAT NE Project Manager: ([kfulton@chelmsfordha.com](mailto:kfulton@chelmsfordha.com)):**

Kirk comes from a construction family, working in all phases of construction for Glenn T. Fulton & Sons (of which he was one) for a decade, before joining the Melrose HA in 2009 as the Director of Maintenance. At Melrose, Kirk developed skills in modernization and managed all phases of capital development work and State capital planning.

**Housing Authorities served by Kirk:** ESSEX, NEEDHAM, WELLESLEY, SALISBURY, HAVERHILL, NEWBURYPORT, MANCHESTER, GEORGETOWN, AYER, GROVELAND, ROCKPORT, MERRIMAC, TOPSFIELD, WEST NEWBURY, AMESBURY.

# RCAT Northeast Region Staff



**Joseph Levine: RCAT NE Project Manager: ([jlevine@chelmsfordha.com](mailto:jlevine@chelmsfordha.com))**

Joe comes to us from working as a project manager with a national civil construction company. He has worked for a major local housing developer and has managed 40B projects for the Acton Affordable Housing Committee. Joe's educational background, with an MBA and a Master of Science Project Management degree specializing in Construction Management is a valuable team asset. Among Joe's unique skills, he has taught English as a second language in Sichuan, China.

**Housing Authorities served by Joe:** MAYNARD, BEDFORD, BURLINGTON, METHUEN, MILFORD, DANVERS, CONCORD, MIDDLETON, MENDON, BILLERICA, WESTFORD, NORTH ANDOVER, ROWLEY.

# RCAT Northeast Region Staff



**Jeffrey Baxter: RCAT NE Project Manager: ([jbaxter@chelmsfordha.com](mailto:jbaxter@chelmsfordha.com))**

Jeffrey comes to Construction Project Management by way of a BA in Sociology. Along the way, he worked for the Winchester HA, gained experience as a Heating and Air Conditioning Mechanic, then worked in large scale property management, before working as a project manager for a national general contractor.

**Housing Authorities served by Jeffrey:** NATICK, WENHAM, SUDBURY, LITTLETON, TYNGSBOROUGH, BELMONT, WINCHESTER, PEPPERELL, DEDHAM, GROTON, HUDSON, MALDEN.



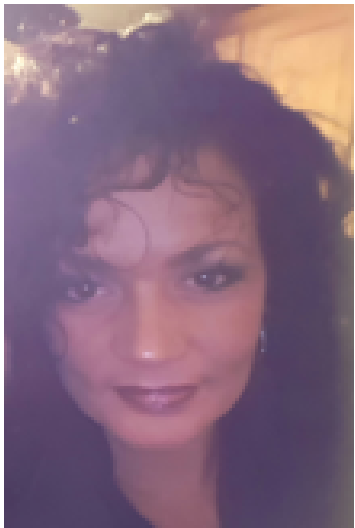
# RCAT Southeast Region 3

# RCAT Southeast Region Staff



John Massey, Director of Southeast RCAT. John's background is primarily in property maintenance and construction management. As the Superintendent of Maintenance for the Taunton Housing Authority for the past 10 years, his role includes managing the day to day operation of the maintenance department, capital planning for all State and Federal properties, oversight of all modernization projects, writing specification and bidding service and small project contracts. Among other licenses and certifications John currently holds an unrestricted construction supervisors license and is MCPPO certified.

# RCAT Southeast Region Staff



Carmen Russo, Program Coordinator of Southeast RCAT. Carmen's background is in Business Management for over 25 years. Her previous position was Director of Operations for 13 years at a Certified Public Accounting firm. She also previously worked as a Microsoft Office instructor for the Brockton Housing Authority.



# RCAT Southeast Region Staff



Adrienne Danner, Project Manager Southeast RCAT. Adrienne's background is primarily in affordable housing development and most recently as Capital Project Manager for Chatham Bars Inn in Chatham. As a Development Manager for a non-profit Adrienne was responsible for all aspects of housing development; site assessments, creating pro-forma's, acquiring funding, permitting, and managing construction and project closeout and lease up.

# RCAT Southeast Region Staff



Jerry Peterson, Project Manager Southeast RCAT. Jerry's background has been in Facilities Management with over 30 years of experience for schools and municipal buildings. Among other licenses and certifications Jerry holds an unrestricted construction supervisors license.

# RCAT Southeast Region Staff



Kate Ferreira, Project Manager Southeast RCAT. Kate's background is primarily in affordable housing development, with the additional responsibility of oversight of the facilities maintenance and property management department for a regional private non-profit in Massachusetts. Her past experience included not only the development of affordable housing from inception through construction, but the successful resolution of the daily issues faced by maintenance departments and the annual capital planning for many types of facilities, from residential units to homeless shelters, on a tight budget. Knowledge of both traditional and non-traditional funding sources and the ability to access additional funding was an important part of this position.

# RCAT Southeast Region Staff



Gregory Caswell, Project Manager Southeast RCAT. Greg's background over the last 8 years has primarily been in facilities and project management both in the private sector and the insurance restoration industry. He comes to us with over 18 years of residential and commercial construction experience. He has been the lead carpenter on various projects from high-end custom home building to restaurant remodels. Among other licenses and certificates Greg holds a unrestricted Construction Supervisor's license and is OSHA 30 certified.



# RCAT Southeast Region Staff

## ZONE 1 Adrienne Danner, PM 22 Authorities 1,972 units

1. Acushnet
2. Barnstable
3. Bourne
4. Brewster
5. Carver
6. Chatham
7. Dartmouth
8. Dennis
9. Fairhaven
10. Falmouth
11. Harwich
12. Mashpee
13. Mattapoisett
14. Middleborough
15. Nantucket
16. Oak Bluffs (Dukes)
17. Orleans
18. Provincetown
19. Sandwich
20. Wareham
21. Westport
22. Yarmouth

## ZONE 2 Greg Caswell, PM 12 Authorities 1,879 units

1. Attleboro
2. Dighton
3. Easton
4. Mansfield
5. North Attleboro
6. Norton
7. Plainville
8. Seekonk
9. Somerset
10. Swansea
11. Taunton
12. Wrentham

## ZONE 3 Jerry Peterson, PM 16 Authorities 2,362 units

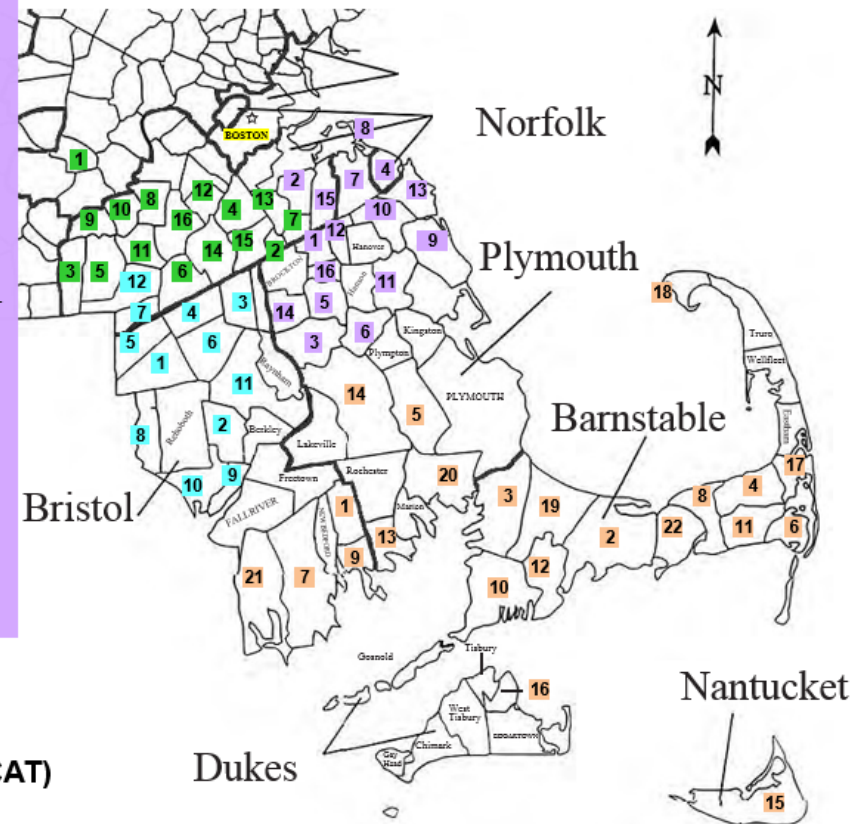
1. Ashland
2. Avon
3. Bellingham
4. Canton
5. Franklin
6. Foxborough
7. Holbrook
8. Medfield
9. Medway
10. Millis
11. Norfolk
12. Norwood
13. Randolph
14. Sharon
15. Stoughton
16. Walpole

## ZONE 4 Kate Ferreira, PM 16 Authorities 2,087 units

1. Abington
2. Braintree
3. Bridgewater
4. Cohasset
5. East Bridgewater
6. Halifax
7. Hingham
8. Hull
9. Marshfield
10. Norwell
11. Pembroke
12. Rockland
13. Scituate
14. West Bridgewater
15. Weymouth
16. Whitman



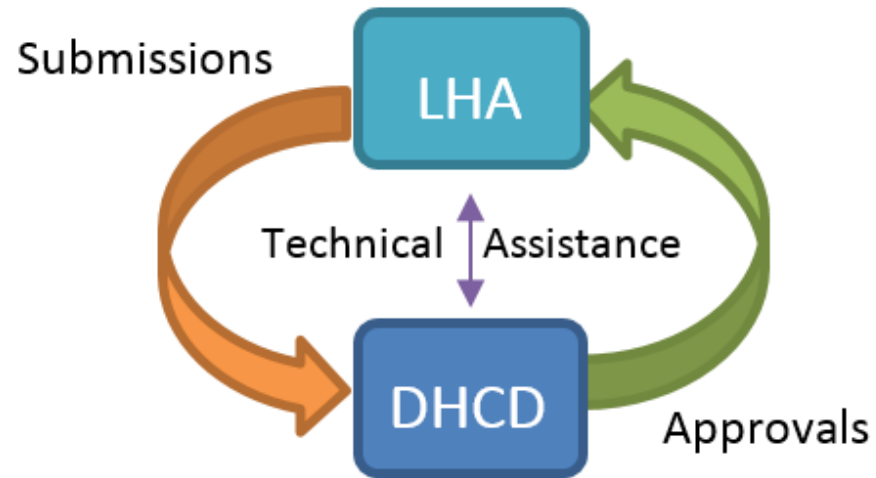
**Regional Capital Assistance Team**  
**Taunton Housing Authority**  
 143 School Street Building I Taunton, MA 02780  
 Phone: 508-823-6308 Fax: 508-812-7050



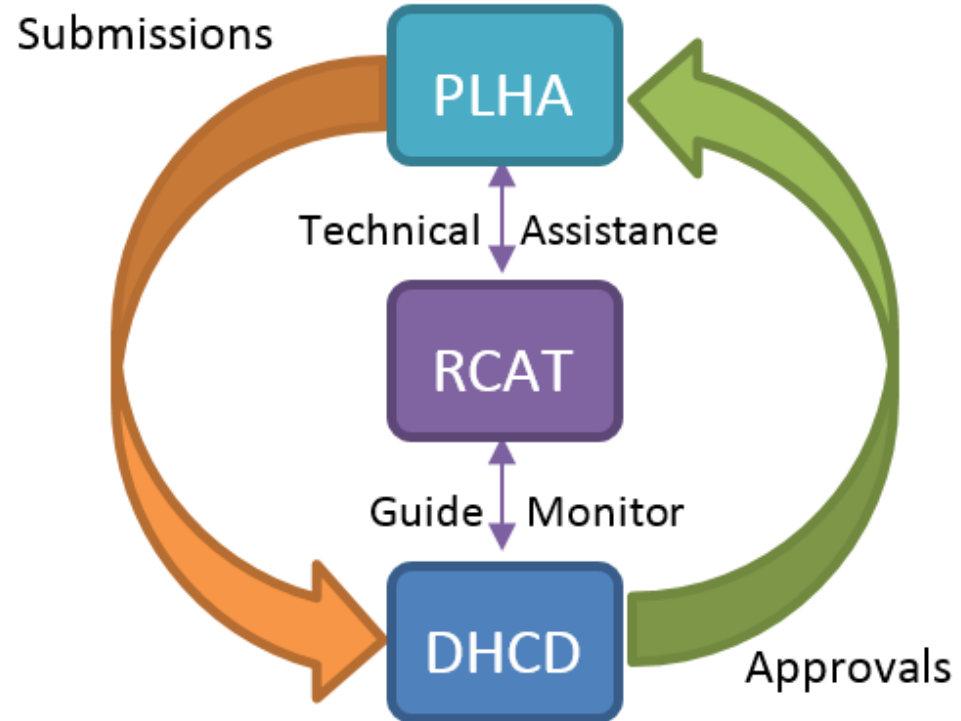
**John Massey, MCPPO**  
**Director of Southeast Regional Capital Assistance Team (RCAT)**

*Last Revised 11/10/16*

# Operations Model--General

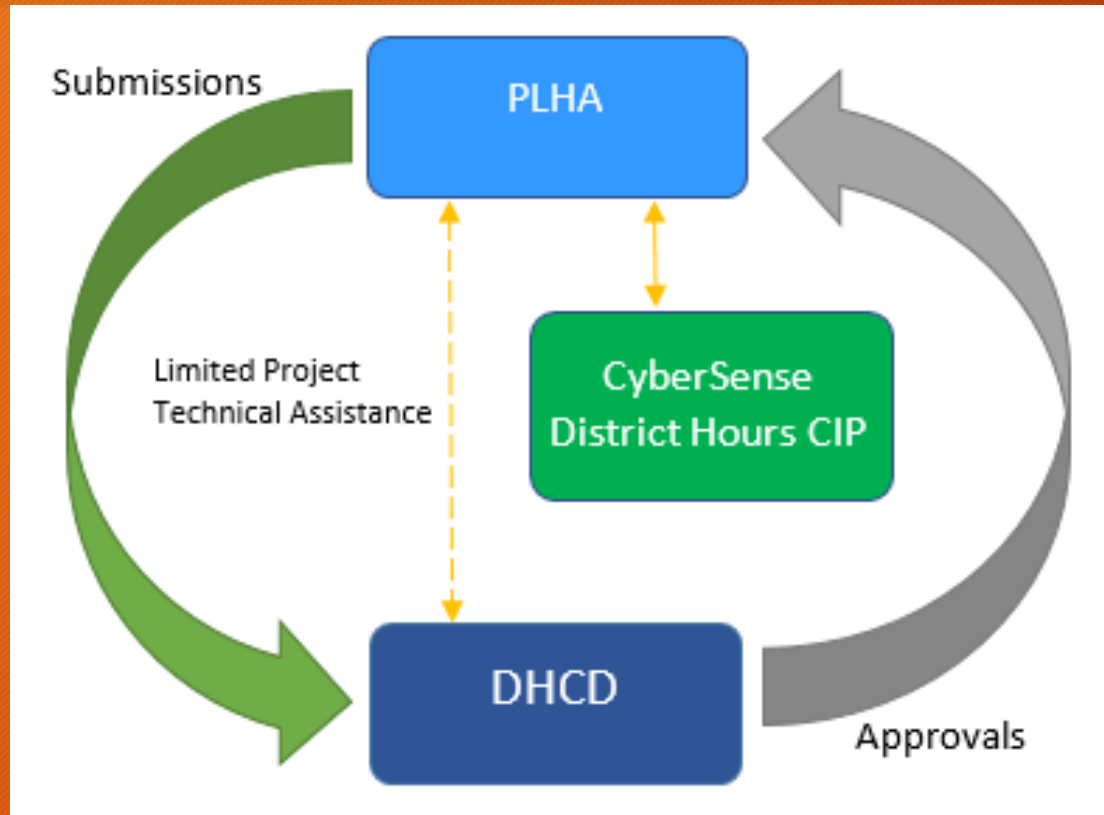


**BEFORE RCAT**

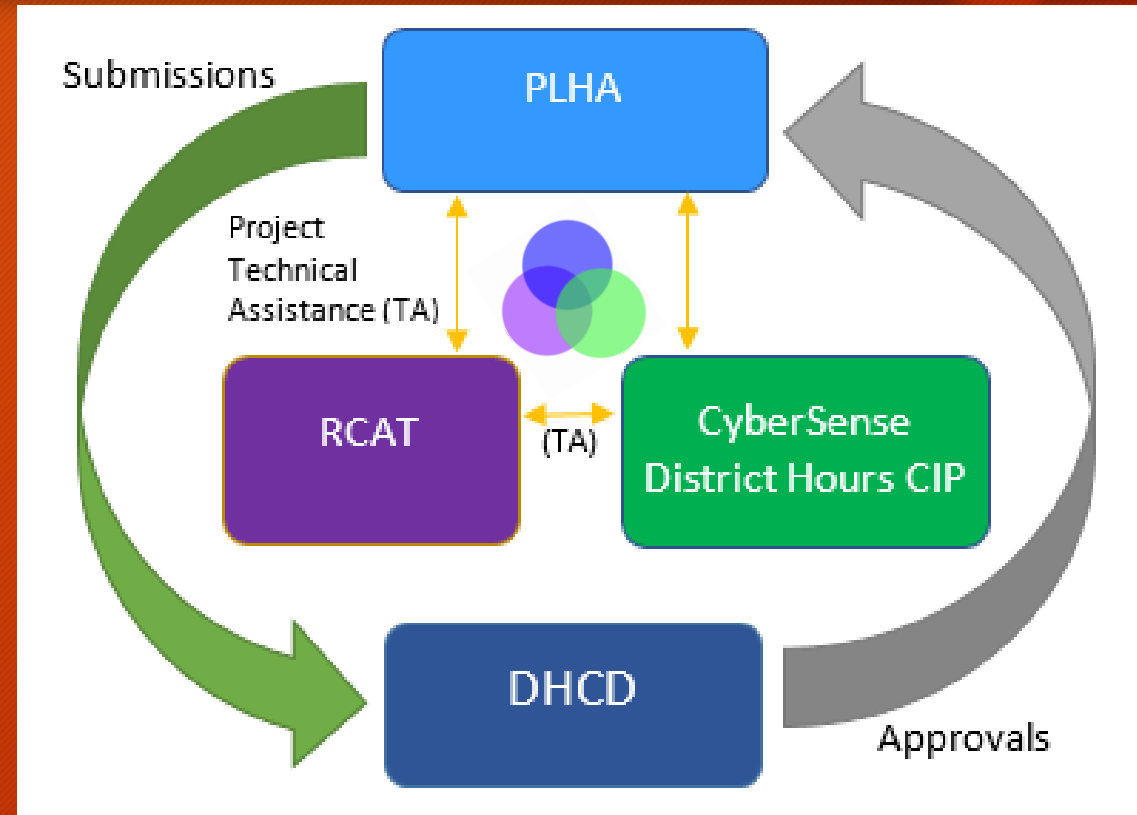


**AFTER RCAT**

# Operations Model--District Hours CIP



**BEFORE RCAT**



**AFTER RCAT**



# DHCD Role

- ▶ Financial Program funding, oversight and administration
- ▶ General program support—policy, programmatic & systems (CPS, CIMS, FISH)
- ▶ Performance tracking and evaluation--Measurement & verification of success of program
- ▶ Reporting to legislature
- ▶ General operations involvement-CIP process and reviews, Technical assistance for Design, Construction, Project Management, and Construction Management.



# RCAT Role

- ▶ Boots on the ground implementation and management of the RCAT program (see charts below).
- ▶ Increase the technical capacity available for smaller LHAs
- ▶ maximize the effectiveness of DHCD's capital program that currently disburses \$90 million per year
- ▶ Facilitate collaboration across LHAs in order to capture economies of scale through bulk purchasing, bulk procurements, and other innovations
- ▶ Conduct two Training Sessions/Workshops for PLHAs per year
- ▶ Central Advisory resource
- ▶ Reporting to DHCD on progress of program milestones. (see charts below)

# PLHA Role

- ▶ Ongoing coordination and collaboration with RCAT & DHCD teams
- ▶ All approvals remain with the LHA/PLHA on the local level
- ▶ Management of all Capital related Tenant Engagement
- ▶ Management of all Capital related Board involvement/engagement.
- ▶ Continued coordination with DHCD on all CFA related matters
- ▶ Continued management of all payments to contractors/vendors.
- ▶ Continued management of Project bookkeeping and record retention.
- ▶ Continued requisition of Project Admin fees in accordance with DHCD Formula Funding Guidelines
- ▶ RCATs can advise on all matters Capital



# Myths

- ▶ The RCAT program is paid for out of LHA Project Admin. fees.
- ▶ I will no longer be able to bill for project admin. fees.
- ▶ The RCATs are going to take over my projects and make all project decisions and approvals.
- ▶ The RCAT staff is going to take the place of the LHA's maintenance and modernization staff.

# RCAT Program Milestones

RCAT Target Date	Work Items
September 2016	Portfolio Needs Assessment & Surplus Land Review
November 2016	Capital Emergency Follow Up & Capital Plan Creation
January 2017	Small Projects & Capital Plan Maintenance
June 2017	Assistance Securing Funds & Annual Maintenance Plan Creation and Guidance
December 2017	Large Projects (new projects & projects approved to bid after December 2017)
September 2018	Bulk Procurement Or Force Account



# RCAT Program Milestones

Work Area	Work Category	Task	PLHA	RCAT	DHCD
Inspections & Assessments	Routine Inspections	Perform annual unit inspections and routine systems inspections for maintenance purposes.	LEAD	inform	guide/monitor
	Capital Needs Assessments (RCAT Begins 9/16)	Annual facility needs assessment for capital planning.	coord	LEAD	guide/monitor
		5-year portfolio-wide CPS needs assessment.	coord	inform	LEAD
Surveys	Vacant Land/ Opportunities	Survey the regions for LHA-controlled vacant land and other development or program opportunities	coord	LEAD	guide/monitor

# RCAT Program Milestones

Work Area	Work Category	Task	PLHA	RCAT	DHCD
Capital Improvement Plan	Project Scoping	Project creation. Cost estimating/ editing in CPS.	coord	LEAD	guide/ monitor
	Plan Creation	Set capital project priorities within resource constraints. Prep/clean data for plan creation in CIMS. Create CIP in CIMS.	coord	LEAD	guide/ monitor
	Plan Submission	Board and tenant engagement and approval of CIP Plan/Annual Plan.	LEAD	TA	guide/ monitor
		Submit CIP to DHCD via CIMS.	LEAD	TA	guide/ monitor/ approve
	Plan Maintenance	Revise & submit CIP revisions to DHCD via CIMS (Keep CIP "live"). Update CPS at end of projects (Keep inventory "live").	coord	LEAD	guide/ monitor/ approve

# RCAT Program Milestones

Work Area	Work Category	Task	PLHA	RCAT	DHCD
Capital Project Management	General Project Management	Manage capital project schedule for regional portfolio.	coord	LEAD	guide/monitor
		Tenant coordination and communication.	LEAD	TA	guide/monitor
		Execute CFA, Award contracts, Pay contractors, Submit quarterly accounting reports	LEAD	TA	guide/monitor/approve
		Create, maintain, and close out capital project files for PLHA archive	coord	LEAD	guide/monitor
	Small Projects	Under \$10K jobs: scope, solicit quotes, award contracts, monitor from design through construction. Submit project invoices to DHCD.	LEAD	TA	guide/monitor/approve
		\$10K to \$25K jobs: Procure architects, engineers, and contractors; monitor from design through construction. Submit project invoices to DHCD.	coord	LEAD	guide/monitor/approve
	Large Projects	\$25K to \$100K jobs: Monitor project from design through construction.	coord	LEAD	guide/monitor/approve
		Over \$100K jobs: Monitor project from design through construction	coord	coord	LEAD
		Submit project invoices to DHCD.	coord	LEAD	guide/monitor/approve

# RCAT Program Milestones

- ▶ Changes-Chapter 218 statute (An Act Modernizing Municipal Finance and Government)
  - ▶ RCATs will manage small projects up to \$50,000. (Starting January 1, 2017)
    - ▶ Applies to only new projects not already started by PLHA.
    - ▶ RCATs will be working with PLHAs to prioritize these smaller projects to help PLHAs ensure that they meet their CIP benchmark spending projections.
    - ▶ DHCD re-issuing RCAT Guidelines, Formula Funding Guidelines and Small Project Guide soon.



# RCAT Program Milestones

Work Area	Work Category	Task	PLHA	RCAT	DHCD
Maintenance Plan	Plan Creation	Create first draft of Preventative Maintenance Plan to submit with PLHA Annual Plan	coord	LEAD	guide/ monitor
	Plan Maintenance	Update plan as needed, revising at least annually.	LEAD	TA	guide/ monitor
	Plan Submission & Approval	Submit maintenance plan to DHCD along with Annual Plan after holding required meetings and hearings.	LEAD	TA	guide/ monitor/ approve

# RCAT Program Milestones

Work Area	Work Category	Task	PLHA	RCAT	DHCD
Securing Resources	Applications	Apply for DHCD special program funds outside of Formula Funding. Secure outside leverage funds.	LEAD	TA	guide/ monitor/ approve
Economies of Scale	Bulk Procurements	Bulk procure materials and labor to serve region.	coord	LEAD	guide/ monitor/ approve
	Force Account	Implement force account strategy for certain job types.	coord	LEAD	guide/ monitor/ approve

# RCAT Advisory Boards

- ▶ DHCD managing Nomination & Election process per chapter 235
- ▶ Nomination period was June 17 to August 1<sup>st</sup>, 2016
- ▶ Elections announced on October 17, 2016
- ▶ Election period ends on December 2, at 5:00 PM
- ▶ Nominee summaries sent to RCAT PLHAs for review with local boards
- ▶ Election results to be announced by DHCD via Public Housing Notice in December.
- ▶ 1<sup>st</sup> RCAT Advisory Board Meeting on or about March 1<sup>st</sup>, 2017

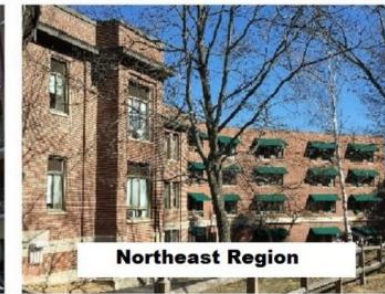


# RCAT Resources

► RCAT Website:

<https://massrcat.com/>

Contact Bernie Kirstein at  
[bkirstein@chelmsfordha.com](mailto:bkirstein@chelmsfordha.com)  
with questions.



## **Regional Capital Assistance Team (RCAT)**



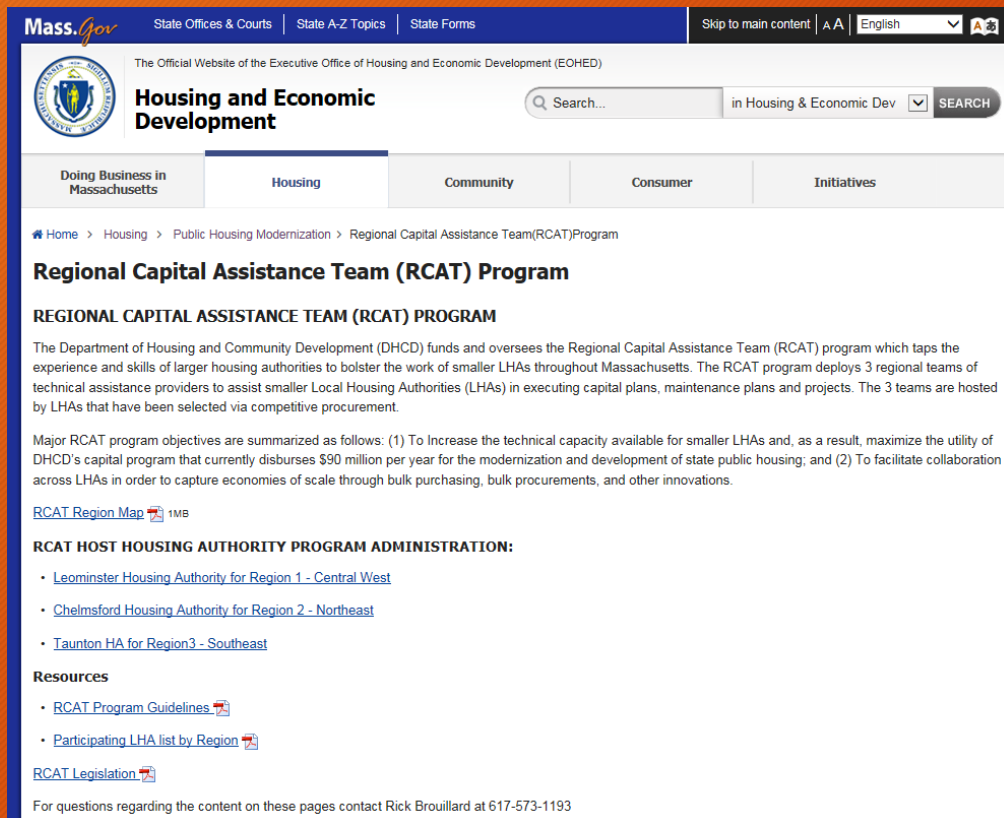
### **Our Mission:**

To provide regional housing authority managed support to local housing authorities, by creating economies of scale that enhance performance and economic efficiencies, which will allow these authorities to better serve the needs of their tenants.



# RCAT Resources

► DHCD RCAT Website page: <http://www.mass.gov/hed/housing/ph-mod/regional-capital-assistance-teamrcatprogram.html>



The screenshot displays the official website of the Executive Office of Housing and Economic Development (EOHED) under the Mass.gov domain. The page is titled "Regional Capital Assistance Team (RCAT) Program". It includes a navigation bar with links to "State Offices & Courts", "State A-Z Topics", and "State Forms". A search bar is present with the text "Search..." and a dropdown menu for "in Housing & Economic Dev". The main content area features a breadcrumb trail: "Home > Housing > Public Housing Modernization > Regional Capital Assistance Team(RCAT)Program". The page describes the RCAT program, which is funded by the Department of Housing and Community Development (DHCD) to assist smaller Local Housing Authorities (LHAs) in executing capital plans. It lists major objectives: (1) To increase technical capacity for smaller LHAs and (2) To facilitate collaboration across LHAs. A link to "RCAT Region Map" (1MB) is provided. Below, under "RCAT HOST HOUSING AUTHORITY PROGRAM ADMINISTRATION:", there are links for "Leominster Housing Authority for Region 1 - Central West", "Chelmsford Housing Authority for Region 2 - Northeast", and "Taunton HA for Region3 - Southeast". A "Resources" section includes links for "RCAT Program Guidelines" and "Participating LHA list by Region". At the bottom, there is a link for "RCAT Legislation" and contact information for Rick Brouillard at 617-573-1193.

Mass.gov | State Offices & Courts | State A-Z Topics | State Forms | Skip to main content | A A | English | Search

The Official Website of the Executive Office of Housing and Economic Development (EOHED)

**Housing and Economic Development**

Search... in Housing & Economic Dev SEARCH

Doing Business in Massachusetts | **Housing** | Community | Consumer | Initiatives

Home > Housing > Public Housing Modernization > Regional Capital Assistance Team(RCAT)Program

## Regional Capital Assistance Team (RCAT) Program

### REGIONAL CAPITAL ASSISTANCE TEAM (RCAT) PROGRAM

The Department of Housing and Community Development (DHCD) funds and oversees the Regional Capital Assistance Team (RCAT) program which taps the experience and skills of larger housing authorities to bolster the work of smaller LHAs throughout Massachusetts. The RCAT program deploys 3 regional teams of technical assistance providers to assist smaller Local Housing Authorities (LHAs) in executing capital plans, maintenance plans and projects. The 3 teams are hosted by LHAs that have been selected via competitive procurement.

Major RCAT program objectives are summarized as follows: (1) To increase the technical capacity available for smaller LHAs and, as a result, maximize the utility of DHCD's capital program that currently disburses \$90 million per year for the modernization and development of state public housing; and (2) To facilitate collaboration across LHAs in order to capture economies of scale through bulk purchasing, bulk procurements, and other innovations.

[RCAT Region Map](#) 1MB

#### RCAT HOST HOUSING AUTHORITY PROGRAM ADMINISTRATION:

- [Leominster Housing Authority for Region 1 - Central West](#)
- [Chelmsford Housing Authority for Region 2 - Northeast](#)
- [Taunton HA for Region3 - Southeast](#)

#### Resources

- [RCAT Program Guidelines](#)
- [Participating LHA list by Region](#)

[RCAT Legislation](#)

For questions regarding the content on these pages contact Rick Brouillard at 617-573-1193



# QUESTIONS



HAPPY  
THANKSGIVING